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ABSTRACT

This booklet is one of a series of publications designed to present a complete system for planning, organizing, and directing the development and operation of individual volunteer programs, as well as the management of a comprehensive volunteer system consisting of many individual programs. This particular booklet discusses the process of developing a Volunteer Services System and its various components, guidelines, and job roles. Individual chapters focus on different phases of the program development process, including the planning phase, the preparation phase, the implementation phase, and the review and renewal phase. (JG)

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Volunteer Services System

II ORGANIZING A VOLUNTEER SERVICES SYSTEM

2

Volunteer Services Management System
E.S.E.A. Title III
Columbus, Ohio City School District

COLUMBUS PUBLIC SCHOOLS

EA 007 766

Volunteer Management System

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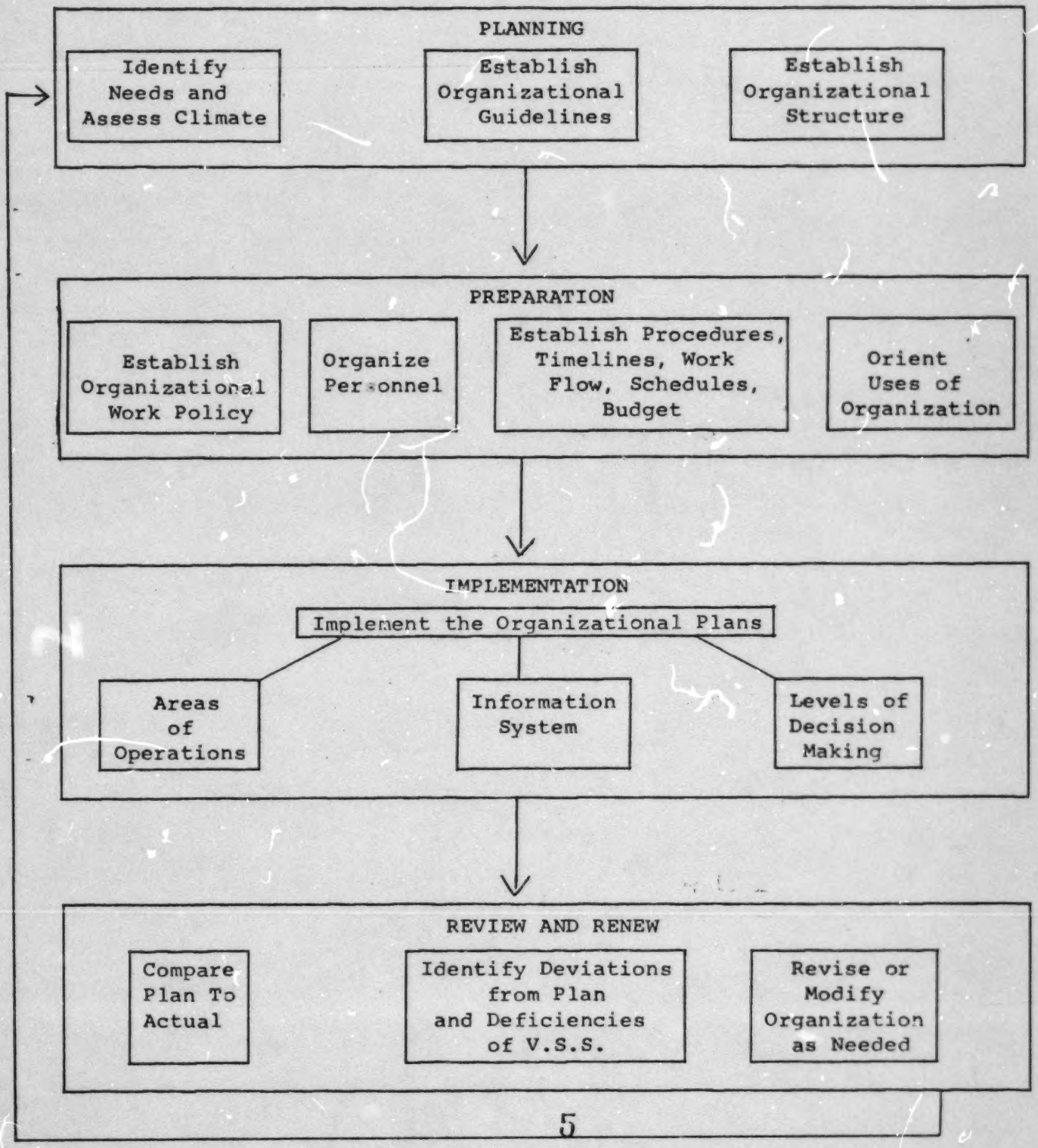
FOREWORD

So, you want to develop a volunteer organization in a school system and you do not know where to begin. Or, possibly, the volunteer organization you now have does not seem flexible enough to meet the daily bombardment of requests for volunteers that do not fall into your slotted programs. What to do? This Handbook can help.

A system for handling all types of volunteer activities and the variety of requests for volunteers may not be all that difficult to develop. This Handbook is designed to take the reader through the process of developing a Volunteer Services System, its components, guidelines and job roles. Specific examples are used as suggestions, not a must.

Hopefully, the following will provide a basis upon which to begin or renew your own Volunteer Services System.

ORGANIZING A
VOLUNTEER SERVICES SYSTEM
PROCESS MODEL



Organizing and establishing a Volunteer Services System within a school system follows the same basic procedures as found in the development of a single volunteer program.

IDENTIFY NEEDS AND ASSESS CLIMATE

An organization of any type should not be developed unless it will service a real and identified need and unless it is truly desired by all potential persons who will eventually use or work with the organization.

Therefore, prior to any work involved in determining organizational goals, etc., assessment must be conducted. Part of this assessment can be devoted to the attitudes of those queried, and to their feelings and perceptions about a new or modified volunteer service organization. This needs assessment information should be collected and analyzed, and recommendations made to the decision making group. This group should include school administrators, potential users of the organization, and persons who are already identified as working within the organization.

ESTABLISH ORGANIZATIONAL GUIDELINES

Once the needs have been clearly identified and the environment for developing a Volunteer Services System has proven to be positive, the work of forming the skeleton of the organization begins.

This skeleton or set of guidelines includes organizational policies and purpose, a limited number of broad and long-term goals for the Volunteer Services System, missions or

major areas of activity which the organization will pursue, and measura objectives that will apply to one sch year.

The guidelines suggested below, under which all volunteer operations and staff involved operate, are generaliz able examples which should be adapted to each specific school volunteer pro gram. Adaptations are naturally contingent upon local Board of Educa- tion resolutions concerning volunteer operations.

POLICIES

Volunteer services must operate withi the policy and constraints of the school system it serves. (School system policies which affect voluntee activities should be listed.)

- Volunteer services must be responsi to the needs of students as identi- fied by the professional school sta
- Volunteer services are supplemental and complementary to the duties of the professional staff.
- Volunteer status is offered to thos persons meeting the following re- quirements:
  - a completed application
  - a negative prognosis TB test
  - a personal interview
  - local school requirements
  - pre-service orientation and training attendance.
- Volunteer services and acceptance, direction and termination thereof depend on the decision of the schoo principal involved.
- Volunteer services are available to those individual schools which need and desire them and which agree to work cooperatively with the

Volunteer Services System by providing a staff coordinator and adequate time for teacher orientation in the use of volunteer services.
- Volunteer services should provide positive community leadership affecting future trends in volunteerism and the roles of volunteers in education.
- Volunteer services should develop a system in which volunteers are recruited, trained and placed at the request of the professional staff.
- Volunteer services should meet the needs of the volunteers by encouraging their effective use, developing meaningful training programs and providing a positive and constructive environment.

PURPOSE

- To provide volunteer services that contribute positively to the total learning experiences of children as requested by the professional school staff.

GOALS

EDUCATIONAL ENRICHMENT OF STUDENTS

- To increase children's motivation for learning through the personal attention of volunteers.
- To supplement and enrich children's experiences beyond what is normally available in schools through the talents and resources contributed by volunteers.
- To enable teachers to devote more time to individual and professional instruction.
- To reinforce skills taught in the classroom.

SCHOOL-COMMUNITY RELATIONS

- To strengthen school-community relations through positive participation for the common purpose of educating children.
- To build a better understanding of schools needs and problems among citizens, thus stimulating widespread involvement in and support o the total educational process.
- To provide an opportunity for paren and other interested community members to participate effectively in a school program.

MAINTENANCE OF VOLUNTEER ORGANIZATION

- To develop or revise continually volunteer programs based on a valid needs assessment effort.
- To assess the usefulness and servic of the volunteer organization and t modify and revise it as necessary.

OBJECTIVES

Specific objectives for a Volunteer Service System in a school system mus be created yearly by organizational volunteers and staff. Precise identification of measurable objectiv at the beginning of each school year essential to facilitate an evaluation process geared to comparing the plan (objectives) with the actual operations (final appraisal).

CRITERIA

Once precise and measurable objective are delineated, criteria should be established for each objective in ord to determine whether or not the objectives are being or have been met

ORGANIZATION MISSIONS

The decision-makers should also determine what major areas of work th organization will and will not take o These decisions should obviously be

based upon the analyzed needs assessment information. Many of these determinations were thought through in establishing organizational policies and goals; however, other decisions are still to be made.

For example, will the new Volunteer Service System develop and conduct field trips for all teachers in the school system? Or will the system merely provide volunteer monitors when the actual trip occurs? Will the Volunteer Services System be the primary public relations link with the community or does the school system already have such a mechanism? In many ways this planning step entails the process of communicating once again with those persons who will use or work with the new system to find out <u>specifically</u> what services they will provide and what activities the Volunteer Services System must perform itself.

ESTABLISH AN ORGANIZATIONAL STRUCTURE

A Volunteer Service System operates within a larger system. Although both school system and Volunteer Service System structures vary from location to location, the viable volunteer system must operate as a part of the total school program. The placement of the Volunteer Service System often affects the focus of the volunteer activities as well as the overall effectiveness and ultimate success of volunteers in the schools. If the planners of a Volunteer Services System have a choice concerning placement in the school administrative structure, considering the focus (purposes, goals and objectives) and administrative

support needed for successful program implementation would provide meaningf input for selecting the proper "slot" within the total organization.

COMPONENTS OF A VOLUNTEER SERVICES SYSTEM

An ideal structure for a Volunteer Services System includes six individu component parts. Depending upon the size of the school system, the number of volunteers, and the degree of financial support available to the Volunteer Services System, these components can be appropriately combined to meet local standards.

1. School System
   Obviously, there must be a school system in which to operate. The system, however, may be metropolitan, urban, suburban or a single school. The structure presented here should, however, be generalizable enough to b adaptable to all types of school systems.
2. Administrator, Volunteer Services System
   In any school system, there should be an Administrator of volunteer activit and for statistical reports. Without this hierarchial coordination, there no volunteer system. Specifically, a Administrator's responsibilities include:
   - the coordination of the entire Vol- unteer Service System within the total school system.
   - the development, organization, operation, direction and evaluation of programs and services involving voluntary citizen participation in the school system.
   - the reporting of factual informatio and appropriate specific recommen- dations to the school system and to

the Advisory Council for their deliberations.

3. Advisory Council
The Administrator of all volunteer activities should have a group of individuals representing both the school and the community (the volunteers and the users of volunteers, community organizations and businesses) that give advice. An Advisory Council provides a meeting ground for the various representatives to create new ideas and provide needed support. This is also the ideal body to provide assistance in resource recruitment and in community relations. To help service the needs of volunteer program development, the Advisory Council should be encouraged to create appropriate working committees to assist in areas such as public awareness, volunteer orientation and recognition.

4. School Volunteer Operations
If the professional staff in a school decides to utilize the services of volunteers and to follow the guidelines and procedures prescribed by the Volunteer Services System, then this school becomes a school volunteer program. This staff decision entitles the school to the services of volunteers recruited by the Volunteer Services System and to the consultation and assistance by the Volunteer Services System in developing programs and procedures unique to the needs of that school.

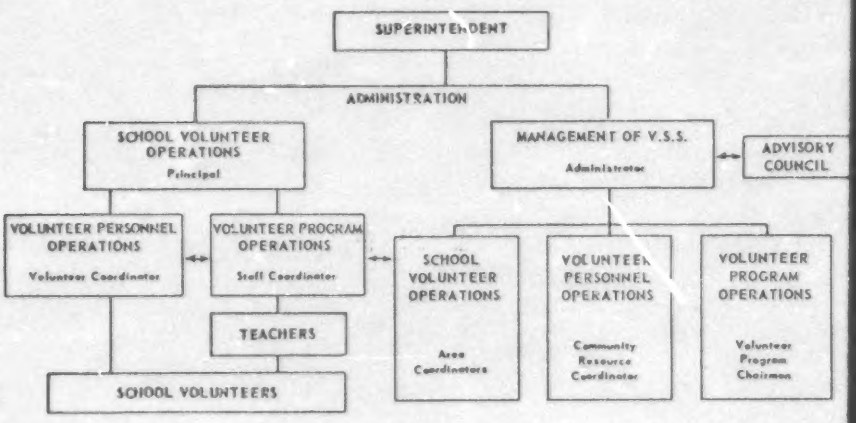
5. Volunteer Personnel Operations
The collection, analysis and reporting of statistical information on volunteers and volunteer services both at the school and Volunteer Services System levels is mandatory

for proving the worth of volunteers i education and for maintaining a reliable base of information for determining new directions for volunteer services. This operation is extremel important, although the job becomes tremendously difficult as the numbers of active volunteers grow.

6. Volunteer Program Operations
These volunteer programs address the top priority needs of students throug out the school system that can be met by the use of volunteer services. Th programs are available to all schools in the system upon request. They are administered by volunteers or staff under the direction of Volunteer Services Administrator.

STRUCTURE OF THE VOLUNTEER SERVICES SYSTEM

The generalizable organization chart that follows depicts the placement of a Volunteer Services System within th school system administration. This chart further delineates the componen described in the previous section.



The chart describes the ideal relationship of the Advisory Council to the Administrator, Volunteer Services System, of the three major areas of operation within the Volunteer Services System: Volunteer Program Operations, Volunteer Personnel Operation, School Volunteer Operations, and of the connection between the Volunteer Services System and the school via the School Volunteer Operations.

Obviously, for each box represented in this model, appropriate job descriptions should be written that include the type of work, the lines of responsibility, the duties of the job and the desirable qualifications for all paid and volunteer positions.

CHAPTER II

PREPARATION

The preparation phase is the time during which all facets of the newly developed Volunteer Services System a put in a state of readiness. This is difficult in many ways since theoretically, the work of the organization has not yet begun and the developers must anticipate all possible operatio needs during the preparation phase. Despite the difficulty, the effort pa off in the next phase by avoiding las mirute, panic situations.

ESTABLISH WORK POLICY FOR ORGANIZATION

It is during this step that the question of who-will-do-what is completel broken down under major work acti·iti This applies to positions for the professional personnel as well as for the volunteers.

Considerations need to be made as to how much work will be involved, if th work is applicable to a paid or volun teer position, or possibly the combination, or to work provided by outside consultants. Since this new organization deals with volunteers, t uses of volunteers must be a primary consideration.

Volunteers serve in varying capacitie Volunteers should be involved in Administrative/Organizational activities as well as School Operational/ Service activities. In both of these broad categories of volunteer involve ment, precise responsibilities and tasks depend upon (1) the need for service identified by the Volunteer Services System or the building operation, and (2) the expertise and interest of volunteer personnel involved. The following generalizabl

scope of volunteer activities may serve as a guide.

1. ADMINISTRATIVE/ORGANIZATION SERVICES involve volunteers in policy-making and management activities and may include the following activities:
   - volunteer program planning, implementation, supervision and evaluation.
   - school volunteer consultation concerning program planning, implementation, supervision and evaluation.
   - Advisory Council participation.
   - volunteer personnel operations (recruitment, interviewing, placement).
   - Publicity and Public relations (media liaison, speakers' bureau, etc.).
2. SCHOOL OPERATIONAL SERVICES involve volunteers in building-level activities which include DIRECT SERVICES (personal one-to-one or small group contact with students in providing instructional or special services) and CLASSROOM ASSISTANCE (teacher helper with classroom activities or chores, materials preparation, and monitoring duties).
3. DIRECT SERVICES may include the following activities:
   - Tutoring small groups or individuals.
   - Providing classroom talks or mini-courses (community resources).
   - Assisting with co-curricular programs and club activities.
   - Reading stories to a class or group of children.
4. CLASSROOM ASSISTANCE may include the following activities:

- Assisting with classroom chores (distributing books, putting art work on board, etc.).
- Preparing materials requested by Staff.
- Providing clerical assistance.
- Assisting with classroom enrichment or special events.
- Assisting with monitoring activities (helping with the playground, lunch room, bus boarding, etc.).

ESTABLISH ORGANIZATIONAL PERSONNEL

Following the delineation of "who-is-to-do-what" that is applicable to both volunteers and professional staff, job and role descriptions should be formulated.

For the convenience and information of the reader, generalizable job descriptions are included for the Administrator of the Volunteer Services System, the Advisory Council, the Volunteer Program Operations, the School Volunteer Operations and the Volunteer Personnel Operations.

TYPE OF WORK: ADMINISTRATOR, VOLUNTEER SERVICES SYSTEM

RESPONSIBILITY: The Administrator of Volunteer Services System is responsible for administrative decisions related to the policies and procedures of the Volunteer Services System, its organization and operation.

DUTIES OF JOB:

1. Enlists the support and encouragement of the superintendent and the Board of Education.
2. Supervises the on-going activities and operation of all school volunteer services and programs.
3. Determines the development of new volunteer program based upon recommendations from analyzed data reports and appropriate advisory bodies.
4. Determines the scope and direction of school volunteer operations.

5. Determines the policies and procedures governing volunteer personnel operations.
6. Supervises the development and maintenance of the budget.
7. Supervises all Volunteer Services System personnel both staff and volunteers.
8. Serves as a permanent member of the Advisory Council and coordinates staff/Advisory Council activities.
9. Represents volunteer services in community meetings and activities.
10. Acts as liaison for state volunteers in education programs and volunteer activities in the local school district.
11. Meets and consults with other professionals in the field of volunteer services to discuss problems which will further program improvement.
12. Supervises programming for sensitizing school personnel to the effective utilization of volunteers.
13. Determines the appointment of all administrative volunteers.
14. Provides continuing supervision, motivation and counseling of volunteers.
15. Coordinates initiation and maintenance of open channels of communication and continual feedback for the volunteers and the volunteer programs.

DESIRABLE QUALIFICATIONS:

1. Has a Bachelor's Degree.
2. Has a valid teaching certificate.
3. Has experience working as a volunteer and with volunteers.
4. Has previous experience in leadership, administrative and decision-making activities.
5. Has previous experience in skills training.
6. Has complete familiarity and understanding of the working of the Volunteer Services System.
7. Has capability of establishing and maintaining positive working relationships.

TYPE OF WORK: ADVISORY COUNCIL

RESPONSIBILITY:

1. Reviews and recommends purpose, policy, goals and objectives to the Administrator of the Volunteer Services System within the framework of the Board of Education policies and administrative regulations.
2. Supports the objectives and program of the volunteer services.
3. Provides effective and wise guidance of the school volunteer program and role in the community within the approved framework.
4. Promotes communication between the school volunteer program and organizations in the community concerned with the educational needs of students.
5. Periodically reviews volunteer program evaluations in an effort to strengthen the volunteer programs and the quality of Volunteer Services System.
6. Makes recommendations to the administration and to the Board of Education regarding the volunteer program and related concerns involving the education of students and the school system ties with the community.
7. Forms working committees to perform tasks and carry out projects necessary for successful operation of the Volunteer Services System as determined by the Administrator of Volunteer Services System.

DESIRABLE QUALIFICATIONS:

Members of the school system and the community actively participating, knowledgeable and interested in the volunteers in education programs.

TYPE OF WORK: VOLUNTEER PROGRAM OPERATIONS

RESPONSIBILITY: The person conducting Volunteer Program Operations is responsible for the development of all volunteer programs that meet the needs of students throughout the school system.

DUTIES OF JOB:

1. Acts as liaison between the Volunteer Services System and the volunteer programs of the school system.

2. Coordinates the development of new volunteer programs as directed.
3. Coordinates the development and revision of all materials related to the planning and preparation of volunteer programs for school system.
4. Provides training for and supervises the activities of the volunteer program developers.
5. Coordinates the collection, cataloging and use of all Reference File materials.
6. Receives reports of analyzed data related to volunteer programs and coordinates the decision-making activities based on these reported results.
7. Initiates and maintains open channels of communication and feedback activities.

DESIRABLE QUALIFICATIONS:

1. Has a Bachelor's Degree.
2. Has a valid teaching certificate.
3. Has experience working as a volunteer and with volunteers.
4. Has previous experience in leadership, administrative and decision-making activities.
5. Has previous experience in skills training.
6. Has complete familiarity and understanding of the workings of the Volunteer Services System.
7. Has capability of establishing and maintaining positive working relationships.

TYPE OF WORK: SCHOOL VOLUNTEER OPERATIONS

RESPONSIBILITY: The persons conducting School Volunteer Operations are responsible for the operation of all school volunteer programs within the guidelines of the Volunteer Services Systems.

DUTIES OF JOB:

1. Acts as liaison between the Volunteer Services System and the individual school volunteer programs.
2. Provides training for and consults with school volunteer personnel in developing school volunteer programs and a system for managing school volunteers.
3. Coordinates the development and revision of all materials disseminated to school volunteer programs.

4. Initiates and maintains open channels of communication and feedback activities between Volunteer Services System and all school volunteer programs.
5. Coordinates all public relations and materials dissemination activities related to the operation of the school volunteer programs.
6. Coordinates the collection, tabulation, analysis and synthesis of all evaluation and needs assessment data from school volunteer programs.

DESIRABLE QUALIFICATIONS:

1. Has a Bachelor's Degree.
2. Has a valid teaching certificate.
3. Has experience working as a volunteer and with volunteers.
4. Has previous experience in leadership, administrative and decision-making activities.
5. Has previous experience in skills training.
6. Has complete familiarity and understanding of the workings of the Volunteer Services System.
7. Has capability of establishing and maintaining positive working relationships.

TYPE OF WORK: VOLUNTEER PERSONNEL OPERATIONS

RESPONSIBILITY: The persons conducting Volunteer Personnel Operations is responsible for the overall organization and management of the Volunteer Services System, volunteer personnel activities and procedures. In addition, this person coordinates all public relations activities.

DUTIES OF JOB:

1. Coordinates the collection, compiling, retrieval and reporting of all statistical information.
2. Supervises the handling of all forms and the procedures comprising volunteer personnel operations.
3. Supervises office staff involved with volunteer program personnel operations.
4. Provides training for all staff and volunteer personnel involved in interviewing potential volunteers.
5. Coordinates the development and dissemination of all materials related to public relations for the Volunteer Services System.

6. Coordinates all activities pertaining to the recruitment of business and industry resources.

DESIRABLE QUALIFICATIONS:

1. Has a Bachelor's Degree.
2. Has a valid teaching certificate.
3. Has experience working as a volunteer and with volunteers.
4. Has previous experience in leadership, administrative and decision-making activities.
5. Has previous experience in skills training.
6. Has complete familiarity and understanding of the workings of Volunteer Services System.
7. Has capability of establishing and maintaining positive working relationships.

Depending on the size of the school system, and therefore, the Volunteer Services System, the organization may be very large or a one-person operation. Even though the organization is made up of only one person, all these duties and responsibilities will still occur but be assumed by one person instead of many. Often, if a large paid staff is impossible, volunteers can fill some positions.

To further inform the reader, additional job descriptions are outlined to indicate types of specific work that can be performed by either volunteers or paid staff. These job descriptions are related to the areas of operation of a Volunteer Services System and may, in reality, be combined into one staff position.

TYPE OF WORK: EVALUATOR

RESPONSIBILITY: The Evaluator or Information Analyst is responsible to the Administrator of Volunteer Services System for

collecting, analyzing and providing information needed for sound decision-making related to the policies, programs, procedures, and personnel of a Volunteer Services System.

DUTIES OF JOB:

1. Reviews program descriptions and objectives for clarity, validity, and completeness.
2. Designs evaluation procedures for monitoring and final appraisal purposes.
3. Designs evaluation instruments, including procedures for:
   - distribution of instruments
   - collection of instruments
   - processing of instruments
   - analysis of instruments
   - interpretation of findings
   - reporting findings, with appropriate recommendations and decision alternatives
4. Develops information gathered into a monitoring system to facilitate decision-making.
5. Interprets information to audiences outside the Volunteer Services System as needed, i.e., Board of Education, community.
6. Provides consultation service to school staff and other related personnel in developing locally designed instruments or forms as needed.
7. Assists in writing grant proposals for new projects or other program innovations if desired.
8. Conducts final appraisals to provide information for decision-making concerning program termination, modification or continuation.

DESIRABLE QUALIFICATIONS:

1. Education background should include training in:
   - educational research and evaluation
   - educational program development
   - instrument development
   - statistical analysis
   - report writing
   - project management techniques, such as PERT or similar systems
2. Either as a result of related job experience or self-learning, the Evaluator should:
   - be knowledgeable of volunteer activities

- be aware of principles of group processes and interaction
- be aware of different audiences and their levels of understanding when confronted with interpreted data
- be able to write well using written language appropriate to the specific audiences addressed

3. The Evaluator needs to be able to function in a role directed by the Administrator while at the same time demonstrating sufficient independence and initiative to anticipate and support the information needs of the Administrator.

TYPE OF WORK: VOLUNTEER PROGRAM CHAIRMAN

RESPONSIBILITY: The Volunteer Program Chairman is responsible to the Volunteer Program Operations for the development of individual volunteer programs, meeting global needs of students.

DUTIES OF JOB:

1. Acts as a coordinator of all volunteers in a given program.
2. Acts as a liaison between the program volunteers and the Volunteer Program Operations.
3. Identifies volunteer resource needs and suggests appropriate recruitment procedures.
4. Assists in the presentation of basic orientation for all volunteers in a given program.
5. Develops and provides needed pre-service and in-service training for all volunteers in a given program.
6. Develops and makes available all materials and supplies necessary for successful operation of program volunteers.
7. Encourages volunteer interaction so that volunteers may become acquainted with others who have similar interests in order to discuss progress, to exchange ideas and constructive criticism, and to give reactions to other volunteers.
8. Communicates periodically with each volunteer in the program by telephone, personal contact, or written memo.

9. Communicates with a volunteer who has missed more than two consecutive weeks or who has not been coming on a regular basis to ascertain the reason and attempt to solve the problem.
10. Assists in the preparation of the evaluation report of the specific program by comparing program purpose, goals and objectives to evaluation data.

DESIRABLE QUALIFICATIONS:

1. Has had previous experience in a school volunteer program.
2. Has demonstrated managerial potential.

TYPE OF WORK: AREA COORDINATOR

RESPONSIBILITY: The Area Coordinator is responsible to t School Volunteer Operation for the purpo of establishing and maintaining a well-coordinated individual school volunteer program that follows procedures and processes of the Volunteer Services System.

DUTIES OF JOB:

1. Acts as the coordinator of all volunteers in the designat area.
2. Works cooperatively with other Area Coordinators for the successful operation of the total school volunteer progra effort.
3. Acts as liaison between the designated schools and the Volunteer Services System through School Volunteer Operations.
4. Receives all records of volunteer activities in the individual schools, compiles them and provides a report to the School Volunteer Operations.
5. Assists in recruitment of resources at the area and building level.
6. Assumes responsibility for enlisting support of neighborhood agencies and publications under direction of the Volunteer Services System.
7. Assists in placement of volunteers in school building.
8. Consults in training and orientation of volunteers at building level.
9. Develops and conducts orientation of staff in the use of Volunteer Services System.
10. Acts as consultant in development of new programs at building level.

11. Assists in revising school volunteer program materials.
12. Monitors and assists in the operational plan as developed in each school.
13. Identifies names of interested volunteers for positions of greater responsibility in the total Volunteer Services System.

DESIRABLE QUALIFICATIONS:

1. Has earned a Bachelor's Degree and a Teacher's Certification.
2. Has demonstrated skill in dealing with members of the community.
3. Has demonstrated some experience in volunteer work.
4. Shows willingness to serve in this capacity for a minimum of a school year.
5. Shows enthusiasm for the concept of volunteers in education.
6. Demonstrates capability for establishing positive working relationships.
7. Possesses ability to compile and assist in analyzing data pertaining to the Volunteer Services System.
8. Has had previous experience in training of teachers and volunteers.
9. Has total familiarity with the materials and procedures of the school system and the Volunteer Services System.
10. Has had experience with producing performance-based learning materials.

TYPE OF WORK: COORDINATOR, COMMUNITY RESOURCE VOLUNTEER PROGRAM

RESPONSIBILITY: The Community Resource Coordinator is responsible to Volunteer Personnel Operations for the interviewing, screening and placement of volunteers in the Community Resource Volunteer Program as requested by professional school staff.

DUTIES OF JOB:

1. Receives and processes volunteer applications.
2. Interviews and screens volunteers for Community Resource Volunteer Programs.

3. Places screened volunteers in programs upon request by professional school staff.
4. Supervises the distribution of Community Resource program handbooks and related materials as requested.
5. Maintains an up-to-date file of volunteers and receives evaluations of their effectiveness.
6. Receives continual information on new needs for additiona volunteer programs and on the availability of volunteers for these programs.

DESIRABLE QUALIFICATIONS:

1. Any combination of training and experience equivalent to completion of two years of college and two years experien in a community service organization. Substitutions: Additional college training may be substituted for the required experience on a year-to-year basis.
2. Good knowledge of school curriculum and programs; general knowledge of wide fields of occupational skills, hobbies, crafts; skilled in teaching and presenting ideas to groups of children and adults effectively; ability to relate with people of varied backgrounds and interest; ability to supervise effectively volunteer workers.

ESTABLISH ORGANIZATIONAL PROCEDURES

With all the previous backlog of information determined and written down, now is the time to figure out H all this is going to work together.

Taking the specific and measurable one-year objectives for the Volunteer Services System, decision-makers must go through a series of preparation activities to analyze all involvement and needs for the successful operatio of the organization. These activitie include:

1. Delineating lines of authority betwee and among personnel.
2. Delineating lines of communication between and among areas of operation and/or personnel.
3. Appointing, employing, locating or ordering the resources necessary to

to meet the one-year objectives: personnel, facilities, equipment, materials services, information.

4. Developing and publishing organization handbook(s) including:
   - environment or setting
   - general project information
   - organizational chart
   - report formats and frequency
   - staff meeting schedule
   - purchase-order procedures
   - evaluation procedures
   - job descriptions
   - lines of authority and communication
   - system policies and procedures
5. Developing all in-house operational needs including:
   - timeline/work flow schedule
   - budget
   - resource and recruitment schedule

This step is a definite "get-ready" step so that the Volunteer Services System can and will run smoothly in the Implementation Phase.

ORIENT USERS OF THE ORGANIZATION:

This step should start before the Volunteer Services System is implemented to promote a positive and constructive working relationship between the new organization and those whom it will serve. Once this step begins, however, it should never cease.

A continuous series of workshops, speeches, recognition activities, articles and publications provide a good basis for building a positive working climate and for continually rejuvenating programs and activities.

The users of the organization can be the community at large, civic organizations, business and industry, the Advisory Council, school administrators, school principals, instructional coordinators, librarians, classroom teachers, and, of course, the Volunteers themselves.

The Implementation Phase for the Volunteer Services System denotes the period during which the organization is actually conducting its business. The information system and the three levels of operation - Volunteer Program, Volunteer Personnel, and School Volunteer - are all jointly going through their own planning, preparation, implementation, review and renew phases.

In a Volunteer Services System the organization is planned and prepared first. The operations stage of the Volunteer Services System is that time when the organization, with all of its personnel and its various areas of operation, begins to perform the necessary activities to meet the specific, measurable objectives for the year and the long-range goals.

AREAS OF OPERATION	VOLUNTEER PROGRAM OPERATION	Principally deals with the development of new volunteer programs to meet the needs of students as assessed and identified by professional staff. Generally, these programs are applicable to all students with similar needs throughout the school system. The program materials and volunteer training developed for each new volunteer program should be a complete and understandable model for later adoption or adaptation in all individual school buildings.
	VOLUNTEER PERSONNEL OPERATIONS	Conducts all business related to recruiting, placing, record keeping and recognizing the volunteers for the Volunteer Services System. Public relations activities are developed and coordinated here.

SCHOOL VOLUNTEER OPERATION

Conducts the assessment activities in the individual schools, orients school staff in the use of volunteers, consults with school personnel in utilizing proper management techniques, helps to develop individual volunteer programs in response to individual school needs, assists the individual schools with recruitment procedures and training programs.

Although the areas of work are specif for each, these three operations touc at many points and are totally dependent upon one another.

INFORMATION SYSTEM

To coordinate these three operations, a larger framework of planning, directing and controlling the entire Volunteer Services System is necessar This is the area of administration.

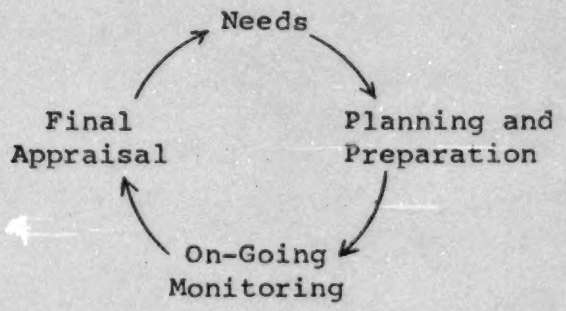
The Administrator (Supervisor, Coordinator, Director, etc.) of the Volunteer Services System is totally dependent upon the two-way flow of information within the Volunteer Services System. The administration of a fluid organization is a never-ending process of both long and short-range, general and specific planning, continuous process of directing each and all operations within the system, mandatory process of controlling all activities of the organization.

This required input-output system of information flows throughout the entire Volunteer Services System. It is vital to all functions of administration - planning, directing and controlling - and it is vital for the life of the Volunteer Services System

LEVELS OF DECISION-MAKING

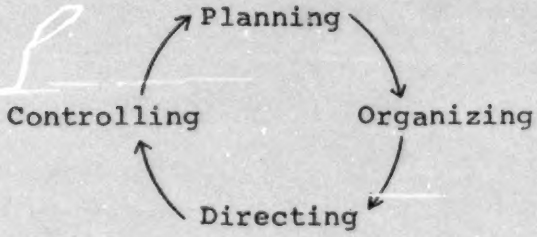
ADMINISTRATIVE DECISIONS

Are those made for the total Volunteer Services System and are dependent upon collected and analyzed evaluation data provided by the information system.



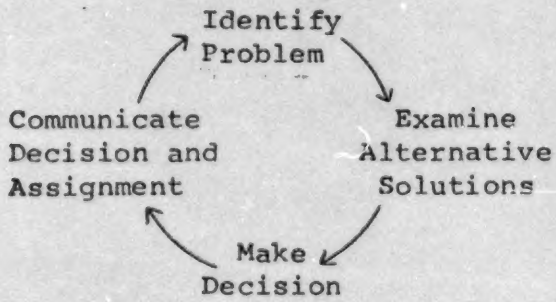
MANAGERIAL DECISIONS

Are those made for areas of operation and follow generally-accepted managerial practices.



OPERATIONAL DECISONS

Are those daily decisions made to facilitate the continued progress toward the stated objectives.



All three forms of decision-making take place at all levels of the Volunteer Services System. One individual at one level may be an administrator, a manager and a problem-solver within a relatively short period of time. The concept proposed here is simply that during the implementation phase of the Volunteer Services System, many things happen at the same time; and there will be considerable overlapping of areas of operations. This dictates thorough knowledge and ability of <u>all</u> Volunteer Services System personnel to make the necessary types of decisions at the appropriate time.

HOW IT ALL WORKS TOGETHER

There is a structure with necessary components.

There are three areas of operation:
- Volunteer Program
- Volunteer Personnel
- School Volunteers

There is one overall pervading system providing information throughout the Volunteer Services System: The Information System.

There are four phases of development with prescribed procedures that apply to all activities of the Volunteer Services System:
- Planning
- Preparation
- Implementation
- Review and Renew

How does it all fit together?

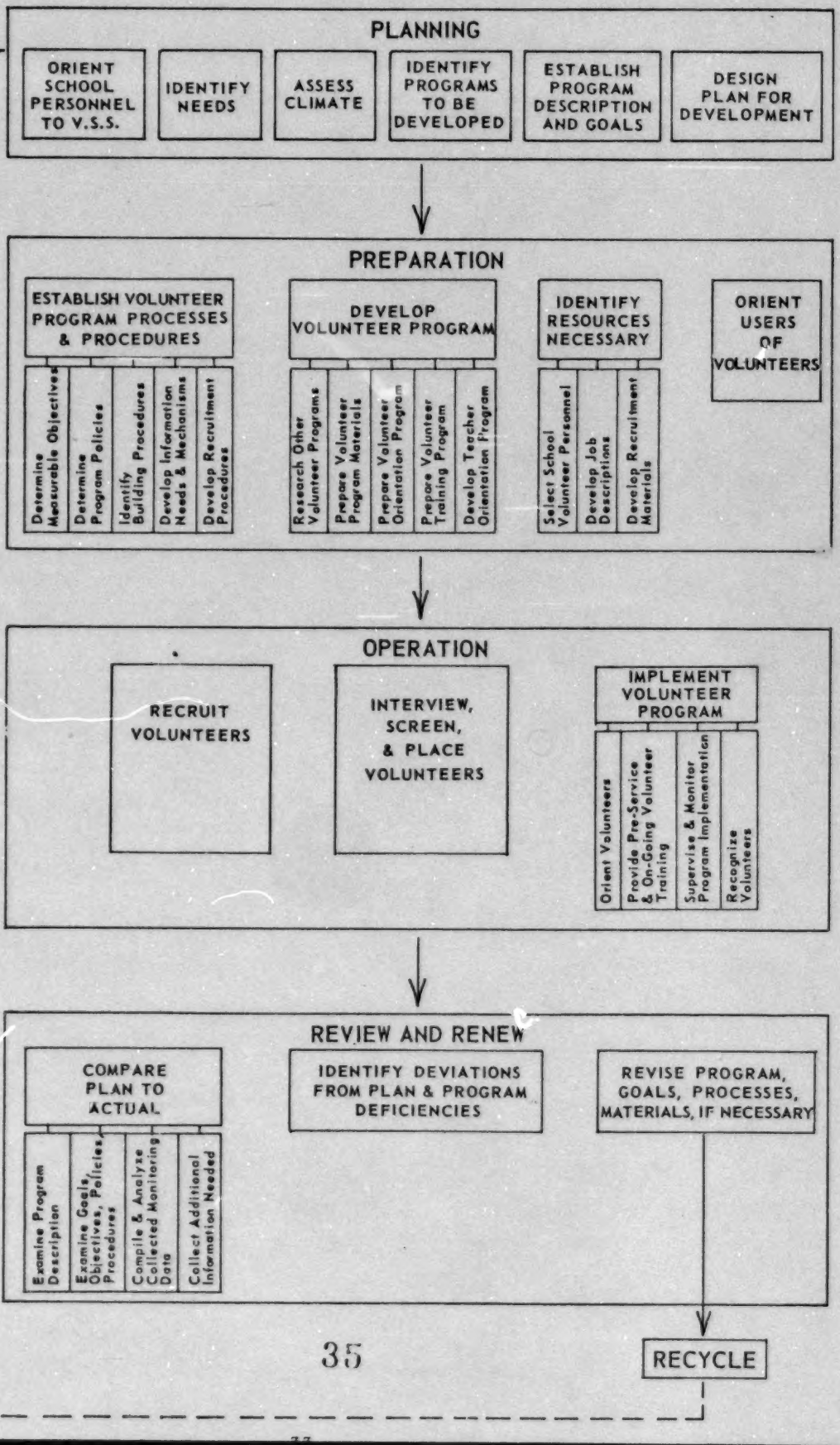
The following process model depicts a year in the life of a Volunteer

Services System. The colors depict the primary responsibilities of the various areas of operation or of the information system. The accompanying handbooks explain how the operations take place.

III - Information System for Volunteer Services System
IV - Volunteer Program Operations
V - Volunteer Personnel Operations
VI - School Volunteer Operations

The six handbooks in this series delineate HOW a Volunteer Services System works.

VOLUNTEER SERVICES SYSTEM PROCESS MODEL



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The review and renew phase for a Volunteer Services System occurs at the end of a school year at which time the many facets of the system are viewed for the purpose of:

- Comparing the plans (specific objectives) to the actual activities and outcomes of the school year.
- Identifying deviations from the plan and deficiencies in the system itself, identifying new needs.
- Identifying new needs for volunteers in the following year with an external appraisal.
- Revising or modifying goals, policies, purposes, objectives, structure, procedures or personnel of the Volunteer Services System so that it will function more efficiently and effectively during the next school year.

Directions for conducting this entire Review and Renew phase can be found in Handbook III - Information System for Volunteer Services System.

V.S.M.S. Project
Goals & Synopsis
1973-76

1. **Management System**
   To establish a management system for the administration of a volunteer services system in a city school district.

2. **Community – School Relationship**
   To provide a concrete and positive working relationship between school personnel and the school community.

3. **Program Development**
   To meet the changing needs of students for volunteer services by developing new volunteer programs and by modifying and/or expanding existing volunteer programs.

In 1973, the Volunteer Services Office of the Columbus Public Schools was awarded a three-year grant by the Ohio Department of Education, TITLE III Office. The grant called for the design, development, implementation and installation of a new system for utilizing large numbers of trained volunteers to meet student needs as they are identified by certified personnel.

Once designed and operable, this new management system should allow for the development of new volunteer programs based upon teachers' requests and for exciting and challenging opportunities that will strengthen school-community relationships.

To judge the effectiveness of this new operational mechanism, the criteria for the management system states that the system is to be meaningful and workable at all levels of the volunteer services system, that it is flexible enough to handle the magnitude and variety of newly assessed needs, that it is generalizable enough to operate in a variety of school systems, that it is capable of continuous expansion, and that it serves the needs of the students, the volunteers, the certified staff and the school system.

During the three-year grant period, the project mission was to develop generalizable process models for each facet of the management system during the first year, to pilot test the models and revise them during the second year, to install the materials and procedures for this new system throughout the school system during the third year.

The management system procedures and processes can be found in the guidebook for a volunteer services system and in the handbook series developed by the project staff. An annotated bibliography is also being developed to assist others in seeking additional reference materials for the various aspects of a volunteer services management system.

Volunteer Management System Materials

HANDBOOKS

I GUIDEBOOK TO A VOLUNTEER SERVICES SYSTEM
II ORGANIZING A VOLUNTEER SERVICES SYSTEM
III INFORMATION SYSTEM FOR A VOLUNTEER SERVICES SYSTEM
IV VOLUNTEER PROGRAM OPERATIONS
V VOLUNTEER PERSONNEL OPERATIONS
VI SCHOOL VOLUNTEER OPERATIONS

NEWSLETTER

"THE VOLUNTEER"

PAMPHLETS

VOLUNTEER MANAGEMENT – HOW TO ASSESS NEEDS
ADVISORY COUNCIL HANDBOOK
SCHOOL ADMINISTRATOR'S PAMPHLET
TEACHER HANDBOOK
INTERVIEWER'S HANDBOOK
VOLUNTEER HANDBOOK
HANDBOOK FOR VOLUNTEER TRAINING
AUDIO-VISUAL HANDBOOK
HOW TO RECOGNIZE AND RETAIN THE VOLUNTEER
HOW TO WORK WITH GROUPS
HOW TO CONDUCT MEETINGS
SCHOOL VOLUNTEERISM – ITS UPS AND DOWNS